

Nonprofit Leadership

DESCRIPTION: This course examines the context, issues and skills associated with leadership in the nonprofit (voluntary) sector.

OBJECTIVES: Students will be able to:

- Demonstrate an understanding of the context of the “voluntary sector”.
- Identify ways in which leadership influences and is influenced by internal and external issues.
- Identify and apply various strategies and skills useful in leading organizations successfully.

METHOD: We will explore leadership and management issues through the use of case studies, community engagement, and the application of specific leadership techniques and strategies.

CONTENT: The course will begin with a brief overview of the practical differences and similarities of the nonprofit, for profit, and government sectors. (context)

Learning and applying practical skills will form the majority of the content including: strategic planning, volunteer management, community engagement, motivating staff, board governance, grant writing, marketing and fundraising and meeting management. (strategies)

During the course of the semester we will explore some overarching issues such as collaboration and partnerships, diversity, international leadership and the management of “self”. (issues)

COURSE EXPECTATIONS: There are four areas in which student performance will be evaluated: blogs, case studies, community engagement and a take home final.

Blogs- 5 blogs @ 5 points each- 25% of grade. There will be five blogs due on the topics outlined in the syllabus. There is a 500-600 word limit on the blogs at <http://uwlaxfollette.blogspot/> Effective and concise communication is essential for leadership.

Case Studies- 3 case studies @ 10 points each- 30% of grade. There will be three team case study presentations in class.

Community Service - 15-20 hours - 25% of grade. I ask that you complete your hours in 4-5 sessions. Keep a daily journal reflecting on volunteer management principals and how your experience compares. Also develop a one page summary of what you have learned about managing volunteers and how you would apply it. (mid-term)

Final- 20% of grade. Develop a strategic plan for the organization in our final case.

Contact information: Please call Libby or Dawn at (608) 246-4361 to schedule an appointment. My campus office is at the LaFollette School of Public Affairs, we can meet before or after class, or at United Way. Quick questions or information can be conveyed through lhoward@lafollette.wisc.edu

DATE	TOPICS	BLOG	CASE	PROJECT
JAN 22	Introduction and roundtable on leadership challenges			
JAN 29	Nonprofit vs. gov't vs. for profit and Volunteer Management	Role of non profit vs. gov't and for profit blog due.		Service Project Review
FEB 5	Strategic Planning			Service Placement Due
FEB 12	Strategic Planning			Service Begins
FEB 19	Motivating and supervising staff <i>Guest speaker</i>	Challenge to change blog due.		
FEB 26	Board governance		Board governance case presentations due.	
MAR 5	Outcomes, Evidence Based Practice & Getting Things Right			
MAR 12	Stakeholder Engagement, Media Relations, Social Media & Authentic Engagement	Strategic planning blog due.		
MAR 19	Collaboration and partnerships		Collaboration case presentations due.	
MAR 26	Development and Marketing			Journal & summary due.
APR 9	Communication and meetings	Collaboration analysis blog due.		
APR 16	International Leadership or Public Policy or Finance			
APR 23	International Case Study		International case presentation due	
APR 30	Leading in a diverse environment	Leadership responsibility in a diverse world blog due.		
MAY 7	Managing the "Self"			

TAKE HOME FINAL...Develop strategic plan for organization in our final case.

Required Texts:

Jossey-Bass Handbook of Nonprofit Leadership and Management, Robert Herman, 2010.
The Checklist Manifesto – How to Get Things Right, Atul Gawande, 2009.
Course Pack: Available online at Learn@UW.

Readings:

1/22 (Week 1) & 1/29 (Week 2)- Context and Volunteer Management
NPO vs For Profit vs Gov't (context)

1. Jossey-Bass Handbook:, Ch. 1,2,4 & 7.
2. Course pack articles
 - a. Doing "Good" vs. Doing "Well": McNerney

Volunteer Management and Trends

1. Jossey-Bass Handbook: Ch 26.
2. Course pack articles
 - a. Volunteering in America 2010: CNCS
 - b. Volunteer Program Checklist: UWDC
 - c. Challenges and Benefits of Volunteers: Urban Institute

2/5 (Week 3) & 2/12 (Week 4) - Strategic Planning

1. Jossey-Bass Handbook Ch. 3, 8, 9, 10 & Conclusion.
2. Course pack cases and articles
 - a. Habitat for Humanity :Harvard Business School (HBS)
 - b. 2V/ACT: Planning for Change : Electronic Hallway (EH)
3. Course pack articles:
 - a. Convergence: Gowdy
 - b. Balanced Scorecard: Kaplan
 - c. Speed, Simplicity, Self Confidence: Tichy
 - d. Strategic Intent: Hamel
 - e. Transformational Leadership: Cameron
 - f. Challenges for Strategic Management: Tregoe
 - g. Strategic Planning Process: United Way of Dane County

2/19 (Week 5) - Motivating & Supervising Staff

1. Jossey-Bass Handbook Ch 24 & 25.
2. Course pack articles
 - a. Look at how employees see you: Johnson

2/26 (Week 6) - Board Governance

1. Jossey-Bass Handbook: Ch. 5 & 6
2. Course pack cases (you will be assigned one)
 - a. Turning Around Two Organizations in Crisis (HBS)
 - b. American Red Cross (HBS)
 - c. STRIVE: (HBS)
3. Course pack articles:
 - a. The New Work of the Nonprofit Board: Taylor
 - b. Board Members First Duty: Accountability: Howe
 - c. The CEO and the Renegade Board Member: Carver
 - d. No Sap Running: Moyers
 - e. Principles for Good Governance and Ethical Practice: Independent Sector
 - f. Nonprofit Board Committees: How to Make Them Work: Hirzy
 - g. Board Effectiveness Checklist: PFTS

- 3/5 (Week 7) – Outcomes, Evidence Based Practice & Faithful Implementation
1. Jossey-Bass Handbook Ch. 15 &16.
 2. Course pack articles
 - a. Outcome Based Program Planning: Dane County Coordinating Council
 - b. Impact Evaluation Process: United Way
 3. The Checklist Manifesto – How to Get Things Right: Atul Gawande
- 3/12 (Week 8) - Stakeholder Engagement: media relations, social media & authentic engagement
1. Jossey-Bass Handbook: Ch 13.
 2. Course pack articles
 - a. What Should We Be Doing?: Rosen
 - b. Mobilizing Public Will for Social Change: Salmon
 - c. Standards of Excellence in Civic Engagement: Harwood
- 3/26 (Week 9) - Collaboration and Partnerships
1. Jossey-Bass Handbook: Ch.14.
 2. Course pack cases (you will be assigned one)
 - a. Partners in Child Protective Services: Kennedy
 - b. Timberland and Community Involvement: HBS
 - c. Funding Seattle Art Museum and Low income housing: EH
 3. Course pack articles:
 - a. How I learned to Stop Gripping...and Love Collaboration: Sharman
 - b. Best Practices Summary: United Way Worldwide
 - c. When Considering Merger: United Way/Robison
 - d. Merging Nonprofit Organizations: Yankey
- 4/9 (Week 10) - Development and Marketing
1. Jossey-Bass Handbook: Ch.11,12,18,19, &20.
 2. Course pack articles
 - a. Donors of the Future Scan: Millennium
 - b. Giving &Volunteering in the US: Independent Sector
 - c. 4 W's of major gifts: Goettler
 - d. Marketing Primer
- 4/16 (Week 11) - Communication and Meetings
1. Checklist Manifesto – How to Get Things Right: Atul Gawande
 2. Course pack articles
 - a. Current Conditions in American Business: Cameron
 - b. Low expectations for Forum: WSJ
 - c. The Ethnic Theory of Plane crashes: Malcolm Gladwell
- 4/23 (Week 12) & 4/24 (Week 13) - International Leadership
1. Jossey-Bass Handbook: Ch. 5 – from Jossey-Bass 2nd Edition (on Learn @UW)
 2. Course pack articles
 - a. CFW Clinics in Kenya: Lee
 3. Course pack cases (you will be assigned one)
 - a. A Heritage Worth Saving? EH
 - b. A Partnership in Troubled Waters: EH.
 - c. What did I do wrong?: Electronic Hallway
- 4/30 (Week 14) – Leading in a Diverse Environment
1. Course pack articles
 - a. A World View Of Cultural Diversity: Sowell
 - b. Making Differences Matter: A New Paradigm For Managing Diversity: Thomas
 - c. Building A Business Case For Diversity: Robinson
 - d. Diversity In The Workplace: Ethics, Pragmatism, Or Some Of Both?: McNett
- 5/7 (Week 15) - Managing The “Self.”
1. Jossey-Bass Handbook Ch 7.

There are five blogs due on the following topics. Students should use the assigned readings, class discussion, and other relevant experiences and readings to put together the content. This requires the concise presentation of 500-600 word blogs in a manner that not only communicates your position but effectively influences the reader. We will discuss how to cite references in a blog in class.

Blog #1...Due Jan. 29, 2015 The role of nonprofit vs. government vs. for profit sectors.

Think about the role of the nonprofit sector in society today, comparing and contrasting its role with that of the public sector (government) and private for profit sector (business). What is unique or significant about this sector today? Why?

Blog #2...Due Feb.19, 2015 Challenges to change.

Prepare a blog indicating why change is so difficult to bring about in organizations or communities. Suggest at least 5 ways you would propose to overcome those barriers.

Blog #3...Due Mar.12, 2015 Strategic planning.

Blog about the benefits of strategic planning and the crucial elements of strategic planning.

Blog #4...Due Apr. 9, 2015 Collaboration Analysis.

Analyze the collaboration cases presented Mar 19. Compare and contrast the issues related to the different collaborations across the different sectors...nonprofit-gov't, nonprofit-nonprofit, nonprofit- for profit. Blog on the opportunities and challenges of collaborating across the sectors based on your understanding of these cases.

Blog #5...Due April 30, 2015 Leadership responsibility in a diverse world.

Our community, our state, our society is rapidly changing in its demographics. Why should we care? What are the implications? What can you as a leader do about it?

CASE ASSIGNMENTS

Your analysis and review should focus on the topic at hand: board governance, collaboration, or leadership. Your assignment is to present your findings to the class in a 15 minute presentation with 15 minutes for Q &A. Your presentation should include:

- How you approached your work and the roles of team members.

- Summary of the issues.

- Common themes/generalizations

- Applicable ideas from the readings.

- Various options you considered.

- Proposed solutions/directions.